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InsideAPHIS

APHIS—An International Educator on Animal Disease

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From the Cover

For the first time in 10 years, the United States provided foreign animal disease training in Spanish to veterinarians from South and Central America. APHIS' Juan Lubroth (right) examines the quality of a tonsil biopsy taken by a Uruguayan course participant (center) from a pig infected by classical swine fever .

APHIS PHOTO BY J.R. EMMANUELLI

Cover Story

Educating the World About Animal Disease Protection

APHIS PHOTO BY J.R. EMMANUELLI

Juan Lubroth, Head of APHIS' Foreign Animal Disease Diagnostic Laboratory, initiates a discussion on establishing cause of illness and disease in cattle, methods of analysis in a field setting, and the collection of proper specimens for laboratory diagnosis.

One of APHIS' key functions is to protect the health of animals in the United States. This includes keeping foreign animal disease (FAD) agents from crossing U.S. borders and causing an outbreak. Diseases in livestock and poultry can have significant economic impact and sometimes may endanger human health.

A recent concern has been highly pathogenic avian influenza (HPAI). The virus that caused an outbreak in Hong Kong late last year, strain H5N1, mutated and was transmitted from birds to humans. The last outbreak of HPAI in the United States was 1983–1984 and cost $106.8 million in public funds and Federal indemnities to eradicate.

Another concern is hog cholera, a highly contagious viral disease of swine. It was eradicated from the United States in 1978 after a 16-year effort by the industry and State and Federal governments. Only a few other countries in the world are free of hog cholera. While hog cholera does not cause illness in people, economic losses to pork producers would be severe if the disease were to become established again here.

Another disease of concern to American agriculture is foot-and-mouth disease (FMD). This is a severe, highly communicable viral disease of cattle and swine, that also affects other livestock and wildlife. The United States has been free of FMD virus since 1929, but because the virus spreads widely and rapidly and FMD can have grave economic and animal health consequences, livestock owners consider it one of the most dreaded animal diseases.

One way APHIS helps to keep these and other disease agents out of the United States is by educating veterinary experts on FAD's. This year, not only has APHIS provided training to veterinarians and other Federal cooperators in the United States, but also to our neighbors in

Central and South America and the Caribbean. By educating foreign agriculture officials on how to keep these FAD's out of their countries, the United States has added protection against the possible entry of disease agents through these nearby countries with which we do business.

On February 9–13, APHIS' International Services (IS), with the help of Organizational and Professional Development (OPD), sponsored training for more than 30 veterinary officials from 16 other countries in the western hemisphere. "The agricultural ministries of these countries have put forward a talented slate of veterinarians," said John Shaw, IS Veterinary Attaché stationed in Guatemala and one of the instructors. Four regions of IS invested in the tuition for this training, according to Shaw, and participants paid their own travel and lodging expenses. Shaw also said that Lee Ann Thomas, Director of the Veterinary Services (VS) Laboratory at Plum Island, was also essential to organizing the training.

There are a couple of other aspects of this training that make it unique. One is that because the training includes studying and identifying the diseases in sick and dead animals, it must be conducted in a controlled environment. The only place in the United States where FAD's can be studied is APHIS' Foreign Animal Disease Diagnostic Laboratory (FADDL) at the Agricultural Research Service's (ARS) Plum Island Animal Disease Center (PIADC) off the coast of Long Island, NY, which maintains a high level of biosecurity.

Probably the most unique part of this training is that it was conducted in Spanish. "It's been more than 10 years since this training was given in Spanish," says Shaw. There is little technical English capability among veterinarians in most Central and South American countries. "Haitians, who primarily speak French," says Shaw, "told us that a course conducted in Spanish would be easier for them than English."

The diversity and the experience of APHIS employees and the fact that officials at FADDL and PIADC on Plum Island and other facilitators are bilingual makes APHIS uniquely capable of conducting a course in a foreign language. APHIS instructors included Juan Lubroth, VS, New York, and Peter Fernandez, IS-Region VI, Mexico. Alfonso Torres of ARS, PIADC Director, also taught a few of the training sessions.

On February 11, VS sponsored a separate training session that was transmitted live via satellite to APHIS FAD diagnosticians and veterinarians from State governments, the U.S. military, and universities. The training, which is planned with VS' Emergency Programs Staff, is conducted every year to keep officials up-to-date on animal disease situations around the world.

Instructors included Joseph Annelli, Terry Wilson, Karen James, and Edgardo Arza from VS, as well as experts from the University of Georgia, the U.S. Armed Forces Institute of Pathology, the Centers for Disease Control and Prevention, and APHIS' sister agency in Canada. The main topics covered were HPAI, FMD, hog cholera, and emerging diseases in wildlife.

Paula Cowen of OPD, Fort Collins, CO, who is a veterinarian, organized the training events with IS and VS. She also was the moderator for the satellite training. OPD facilitates training sessions like these by coordinating the logistics, gathering the subject-matter experts, and ensuring these experts share information in such a way that the students can learn. "In the case of the satellite training, we had to teach the instructors how to conduct training in front of a camera," said Cowen. "It's different than presenting in front of a group in a classroom."

Not only was the training broadcast around the United States, for the first time, it was simulcast in Spanish to the country of Belize. Crispin Blanco, IS Plant and Animal Specialist, coordinated the attendance of veterinarians there from the public and private sector. The training was also downlinked to Guatemala, where Adolfo Caravantes, Assistant to the Veterinary Attaché, coordinated the attendance of veterinarians in that location.

Efforts by APHIS' various program and support staffs—such as providing assistance, training, and information—contributes to combatting problems that threaten American agriculture and health. APHIS programs can be all the more effective because of their multi-pronged attack. Fighting FAD's by providing education in the United States and abroad is just one example of how the APHIS family works together to protect our borders. ❖

Protecting U.S. Agriculture by Helping Other Countries

Nearly 2 years ago, APHIS started a fight, pitting insect against insect. In one corner: the pink hibiscus mealybug (PHM), *Maconellicoccus hirsutus* (Green). This pest feeds on the juices of plants and injects them with toxins, causing twigs, leaves, and fruit to become malformed. In hibiscus-related plants, it causes the plant to die.

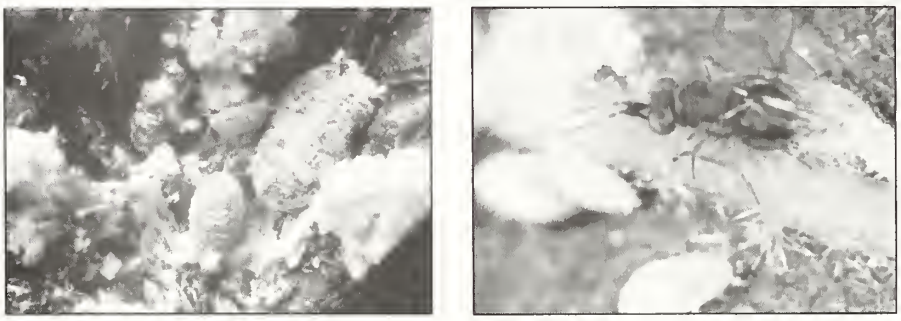
In the other corner: *Anagyrus kamali*. This parasite is an almost microscopic wasp that kills PHM by laying eggs inside the mealybugs' bodies or by feeding on their body fluids. The wasp reproduces at twice the rate of PHM, making it very effective for controling PHM. When reproducing, the female wasp lays an egg inside the mealybug that, as it matures, feeds internally on the mealybug. When the parasite reaches full maturity, it chews an exit hole in the mummified PHM body and emerges. In its life span, one female *A. kamali* may lay one single egg each in 40–60 mealybugs. The female parasites kill additional mealybugs—ones not used as hosts for laying eggs—by feeding on their body fluids. A wasp feeds on the fluids by piercing the mealybug's body with its stinger, draining the fluids.

In August 1996, the wasp was released into mealybug-infested areas of St. Kitts, a Caribbean island east of Puerto Rico. By January 1998, populations of PHM had decreased by 91.6 percent at study sites.

This battle of the bugs is a method of biological control—using natural enemies to control pest populations—developed by APHIS and its cooperators that can quickly be put into place if PHM is introduced into the continental United States.

Small, But Devastating

The United States is wary of this tiny but tough insect because PHM is known to feed on and colonize not only hibiscus and other ornamental plants in residential areas, but more than 200 types of plants and trees in agricultural fields and wild habitat areas, including citrus, peanut, grape, soybean, chrysanthemum, cotton, acacia, and teak. As a result, if this pest were to be introduced into the United States, the potential for economic losses is high. For the 1996–97 crop year, Grenada reported $1.8 million in crop losses. Trinidad's estimated potential losses, including trade, could exceed $20.2 million per year. "It has caused severe damage to Caribbean agriculture and forestry because none of the PHM's natural enemies were present in the local environment when the mealybug arrived," said Plant Protection and Quarantine's (PPQ) Dale E. Meyerdirk, director of the PHM biological control program.



APHIS AND UNIVERISTY OF HAWAII PHOTOS

On the left is the pest, an adult female pink hibiscus mealybug (the largest mealybug on the right) and immature bugs. On the right is the helpful parasite, a wasp that kills the pests mainly by laying an egg in each bug's body.

If introduced to this country, PHM has the potential to cause significant environmental damage. It could threaten the ecosystems of rainforests and endangered species in Puerto Rico and the Florida Everglades. It is already becoming a threat in the U.S. Virgin Islands (VI).

By Wind, Birds, by People?

There are several ways this mealybug can spread. Minute eggs, .03 to .04 mm in length, can be dispersed most easily by wind. The eggs are laid in waxy, cotton-like egg sacks, and the wax sticks to the eggs, making them easily moved by birds and animals. Infested plant commodities moving through agricultural trade areas can also spread PHM.

But the highest risk of PHM entering the United States is posed by the general public. People may carry infested plants or fruit when traveling on private yachts or in their baggage carried on ships and planes. "Hibiscus is one of the most common and highly prized ornamental plants in the Caribbean," said Meyerdirk. "Many people bring cuttings with them into the United States." Popular backyard fruits in the Caribbean such as soursop or breadfruit can also be heavily infested, carrying PHM into the United States, according to Meyerdirk.

Where Did PHM Come From and Where Is It Now?

The PHM can be found in most tropical areas of the world, including Asia, the Middle East, Africa, and Australia. In 1912, this species of mealybug moved from India to Egypt. In 1984, it was found in Hawaii, but has not become an economically important pest, probably due to natural enemies there. PHM first appeared in Grenada in 1994.

As of January 1998, PHM was reported in the Western Hemisphere on 18 islands in the Caribbean, including St. Croix, St. John,

and St. Thomas, VI; the Puerto Rican islands of Culebra and Vieques; and the country of Guyana on the Atlantic coast of South America. This is up from just three islands in 1996.

"This destructive pest is moving swiftly," said Meyerdirk, "but now, I think we have found a means to fight this problem and reduce its presence below economically damaging levels." After one release of the wasps each on St. Thomas and St. Croix, the population densities of PHM were reduced at study sites by 78 and 88 percent, respectively, from July to November 1997. These exotic natural enemies have been widely released over more than 100 locations throughout the U.S. Virgin Islands as of March 1998.

Winds or wildlife, or people carrying infested plants, may ultimately spread PHM to the United States. If the pest does make its way here, it must be suppressed to levels that do not cause significant economic and environmental losses. With this in mind, International Services (IS) and PPQ jointly proposed the development of the St. Kitts biological control program. The program would be developed in a way such that the technology would be made available to other Caribbean islands and the United States as new areas become infested. Biological control is preferable for suppressing PHM. Not only are the costs of applying pesticides high, the ministries of agriculture in Grenada and Trinidad and Tobago reported that PHM is resistant to pesticides. They also reported that cutting and burning PHM-infested plants did not stop it from spreading in those countries.

With a Little Help From Our Friends

USDA's Agriculture Research Service (ARS) works closely with APHIS in many areas of the PHM biocontrol program. ARS in St. Croix, VI, plants, maintains, harvests, and transports Japanese pumpkins for use as laboratory host plants for the PHM, which in turn are used to mass produce these parasites for release into infested areas.

APHIS AND UNIVERISTY OF HAWAII PHOTOS

A saman tree has been killed by heavy mealybug infestation. White egg masses cover the trunk and branches.

ARS continues to search for other suitable PHM parasites in Egypt, Pakistan, India, West Africa, Malaysia, Taiwan, the Canary Isles, and Australia, to serve as natural enemies to PHM in the Caribbean. ARS also provides quarantine screening of imported natural enemies prior to introduction and release into U.S. territories.

A. kamali is believed to be native to China and was originally provided to APHIS by the International Institute of Biological Control, an institute of the Commonwealth Agricultural Bureaux International. A strain of this parasite species has also been brought in from Hawaii. Two other parasites are being studied, including *Gyranusoidea indica* from Egypt and *Anagyrus pseudococci* from Malaysia. The University of Florida is testing these same exotic parasites on local species of mealybugs as alternate hosts in preparation of a future release in Florida.

With IS and PPQ's successful development of a biological control program in St. Kitts, exotic para-

PHM continued on page 7

APHIS AND UNIVERISTY OF HAWAII PHOTOS

APHIS and local government employees work together to inspect plants for pink hibiscus mealybugs.

APHIS Signs Trade Memorandum With Argentina

by Eric Nichols, International Services, Washington, DC

On February 4, former Administrator Terry Medley signed a Memorandum of Cooperation (MOC) with his Argentine counterpart, Administrator Luis L. Barcos of the National Agri-Food Health and Quality Service (SENASA), with the understanding that both countries wish to improve bilateral trading opportunities. Under the MOC, both countries intend on utilizing scientifically sound import regulations for a growing number of products. Their commitment to working more closely together is a recognition of the expanding agricultural trade opportunities between two countries that have opposite growing seasons for many horticultural products.

"Both countries put the utmost priority on protecting agriculture," said Medley. "We feel that by jointly strengthening our cooperation on plant and animal quarantine issues we can also contribute to facilitating trade between our countries in accordance with the Sanitary and Phytosanitary Agreement of the World Trade Organization."

The MOC will provide the United States and Argentina with a framework for resolving technical agricultural issues affecting trade, share information on new sanitary and phytosanitary challenges, and discuss our perspectives on emerging international animal and plant health standards.

The regulations ensure that domestic agriculture in both countries is protected against potential pests and diseases spread through trade with the other. The framework provides a venue for APHIS officials and their counterparts in Argentina to share perspectives on the regulatory process so they may resolve technical issues that could hamper ongoing or prospective trade. Officials will use this framework to help establish the technical ground rules that will govern the development of U.S. import requirements for Argentina's commodities and vice versa. These rules should be based on science and no more restrictive than necessary to protect agricultural health.

Specific areas of cooperation may include:

- exchange of information on quarantine pests and animal diseases, including emerging diseases, pests, and weed seeds;
- exchange of research information on plant and animal health, protection, and quarantine;
- joint training of scientists and specialists in plant and animal health as well as quarantine methods and procedures, including risk analysis methodologies and appropriate level of protection;
- review and discussion of issues of mutual interest and problems requiring resolution.

"We all could benefit by closer cooperation and communication concerning multilateral trade issues and negotiations," said Medley. "It is both countries' desire that all future plant and animal health-related standards be based on sound science."

The MOC is consistent with a commitment made by Secretary Glickman during a December 1997 meeting with his Argentine counterpart, Agriculture Secretary Felipe Sola, to establish closer working relations between the two countries for improvement of agricultural trade opportunities and collaboration on other international agriculture issues. ❖

Former Administrator Terry Medley and his Argentine counterpart, Luis L. Barcos, sign the agreement demonstrating both countries' wish to improve bilateral trading opportunities.

APHIS PHOTOS BY ANN CZAPIEWSKI

Argentine and APHIS officials discuss the terms of the MOC. APHIS officials on the far row: Gary Greene, PPQ; Terry Medley, and Dan Sheesley, IS.

After 16 Years, Medley Says Good-bye to APHIS

Terry L. Medley, J.D., is a lawyer who has significantly contributed to the vitality and competitiveness of America's agriculture as a leader in the Animal and Plant Health Inspection Service (APHIS).

Medley has been working with APHIS since 1982, serving as: a senior attorney and advisor to Plant Protection and Quarantine (PPQ) under USDA's Office of General Counsel; Director of APHIS' Biotechnology, Biologics, and Environmental Protection Programs; acting and appointed Associate Administrator of APHIS; and, since July 7, 1996, Administrator. During 1994, he also served as acting Administrator of USDA's Food Safety and Inspection Service. In April, Medley moved on from government service to a position with Dupont Corporation.

Medley has been very influential in biotechnology for agriculture, giving APHIS an international impact on the industry. Under his leadership, APHIS became the first Federal agency to promulgate regulations for the field testing of genetically engineered plants and microorganisms and facilitated the development of biotechnologically derived products for the benefit of agricultural producers and consumers.

Personally, Medley is recognized internationally as an expert on biotechnology and environmental regulatory matters. He is a frequent speaker and participant at biotechnology and environmental conferences in the United States and abroad. He has been named to numerous international steering committees and expert working groups associated with the development of biotechnology products and environmental risk assessments.

APHIS PHOTO

Medley also took a personal interest in APHIS' workforce. He personally sought out the most qualified people in various disciplines, such as genetics and ecology, and urged them to leave the private sector and academia to enter public service.

In 1990, Medley was recognized by USDA for creating a diverse workforce and creating upwardly mobile positions for women and minorities. Medley was instrumental in developing an equal opportunity job standard that was, at the time, required for every position in the agency. Medley also served as a member of the USDA-1890 Task Force, which has a broad objective to develop the capacity of the 1890 Universities by enhancing their food and agricultural science programs through improved ties with the Department. He was also named by Secretary Dan Glickman to serve as a member of the General Administration Board of USDA's Graduate School, a nonprofit organization that offers training courses to help individuals improve their job performance and further their careers. The Graduate School assists organizations in increasing efficiency, effectiveness, and productivity.

Medley is a native of Union, SC, and graduated cum laude from Amherst College. He earned his Doctor of Jurisprudence degree from the University of Virginia in 1977 and was elected to the Raven Society for his scholastic achievement and community service. Medley, his wife Gerre, and their two children live in Arlington, VA.

Inside APHIS would like to wish Mr. Medley the best in his new venture and thank him for his contributions to production agriculture, USDA, and APHIS in technical and regulatory achievements, and for his personal efforts to make APHIS an agency of top-notch, diverse, and dedicated employees. ❖

PHM continued from page 5

sites are being released in the U.S. Virgin Islands and Puerto Rico. APHIS is working closely with the U.S. Virgin Islands Department of Agriculture and the University of the Virgin Islands. An insectary has been established on St. Thomas to mass produce and release the exotic parasitic wasps in U.S. territories. The insectary will also make the parasites available for transfer to infested neighboring Caribbean countries upon request.

Through these accomplishments, APHIS and its cooperators have successfully been able to slow the spread of PHM in the Caribbean and to the United States. To get ahead of this mealybug, APHIS and its cooperators are sponsoring a workshop in June to provide training for threatened U.S. States and territories and for threatened neighboring countries in the Caribbean on how to transfer the biological control technology to their areas. Thanks to APHIS and its cooperators, countries in the Americas will be ble to conduct their own insect wars. ❖

Students Take King's Day to Reflect on His Influence

by Ed Curlett, Legislative and Public Affairs, Riverdale, MD

Area students and APHIS employees came together in Riverdale, MD, on January 28 for the purpose of awarding the winners of the annual Martin Luther King, Jr., Educational Contest, sponsored by APHIS' African-American Program.

Five finalists from Hyattsville Elementary School and five from Northwestern High School received awards for writing why Martin Luther King, Jr.'s birthday is "a day to remember, celebrate, and act—not just a day off." The first-place winners were given a trophy and the opportunity to read their winning entry to the approximately 100 employees gathered to celebrate their prose.

"He was a minister who believed in equal rights for everyone. He fought with his mouth, not with his fists. He believed everyone has the right to a good education and a job," said Hyattsville Elementary School winner Erika Molina. "He was *Time* magazine's Man of the Year. He won a Nobel prize in 1964. Remember him as a friend most of all," she said.

"Every year, on the third Monday in January, we celebrate the birthday of a man who had a dream," said Northwestern High School winner Patricia Wright. "Dr. King dedicated his entire life to ensuring the rights of not only his people, but all people," she said.

"Unfortunately, an appreciation for Dr. King's contribution is not reflected in the attitudes of modern-day society. Dr. King's birthday is thought of as merely a day off, terminating the inevitable pressures of work and school," Wright said. "Those who only think of Dr. King's birthday as just a day off should take time to evaluate their lives."

"Consider the fact that without him they might not have an opportunity at that job or be allowed to attend that school which is closed for the day. Be thankful that we were blessed with Dr. King's message, however short it may have been," Wright said.

The students were encouraged to follow their dreams by a variety of speakers at the awards ceremony.

APHIS PHOTOS BY ANN CZAPIEWSKI

Above: (left to right) Regina Farrar, Joi Thomas, and Kenny Esho of Hyattsville Elementary School listen and applaud as other winners receive awards for their essays.

Right: Associate Administrator Craig Reed congratulates Hannah Osei of Northwestern High School on being a finalist in the essay contest.

"If you want to go to college and get an education, then do it, and parents, be there for them," said Robert Slade, deputy superintendent of Prince Georges County Schools.

All of the entries were displayed for those in attendance to read at the award ceremony. The entries were all very encouraging. "Maybe we ought to turn Prince Georges County over to our children," Slade said. "We would be better off."

The winners from Hyattsville Elementary School are Erika Molina, first place, Joi Thomas, second place, Regina Farrar, third place, Yolanda Dillilay, finalist, and Kenny Esho, finalist. The winners from Northwestern High School are Patricia Wright, first place, Tiffany Porter, second place, Nalini Ravindranath, third place, Hannah Osei, finalist, and Kerry Ann Shaw, finalist. ❖

APHIS PHOTOS BY ANN CZAPIEWSKI

Top: Erika Molina, the first place essay writer from Hyattsville Elementary School, reads her essay about a man who "fought with his mouth, not with his fists." Bottom: Proud parents and teachers watch and listen as children read their essays and receive their awards.

Martin Luther King, Jr., is one of the most famous Americans of all time. The following is a timeline of his incredible life and career.

January 15, 1929
Born in Atlanta, GA.

June 1944
Enters Morehouse College in Atlanta.

February 1948
Ordained as a Baptist minister and enters Crozer Theological Seminary in Chester, PA.

June 1953
Marries Coretta Scott.

October 1954
Becomes pastor of the Dexter Avenue Church in Montgomery, AL.

June 1955
Receives his Ph.D. in Theology from Boston University.

January 1957
Becomes president of the newly formed Southern Christian Leadership Conference.

August 1963
Delivers his "I Have a Dream" speech before 250,000 people in Washington, DC.

December 1964
Wins the Nobel Peace Prize.

April 4, 1968
Shot and killed at a motel in Memphis, TN.

In Remembrance

Port of Los Angeles

On April 22, 1998, three Plant Protection and Quarantine officers were killed at the port of Los Angeles in Inglewood, CA. The employees killed were Clayton T. Iijima, Director of Operations for the Cargo Unit; Morley M. Suzuki, Supervisory Identifier; and David Rothman, PPQ Canine Handler.

We are all deeply saddened by this terrible tragedy, and our thoughts and prayers go out to the families and coworkers of the victims. Memorial funds have been established for each employee and family. To make a donation, please designate the family last name (e.g., Iijima, Rothman, Suzuki), and make the check payable to First Federal Bank.

Send the memorial donations to:
USDA-APHIS-PPQ
Los Angeles Work Unit
9610 La Cienega Blvd.
Inglewood, CA 90301

Oklahoma City

Oklahoma State Plant Health Director Jack Gobin (left) and Area Veterinarian in Charge Brian Espe visited the Heartland Memorial Tree Grove on the second anniversary of the bombing in Oklahoma City that killed seven APHIS employees and many others on April 19, 1995. The stones in the photo to the right are laid out in a heart shape, with 14 trees planted in the middle. Below, Gobin and Espe more closely examine the memorial stone to the APHIS employees and other victims.

In memory of our colleagues who perished in Oklahoma City, please say a prayer for the people who lost their lives in the terrorist bombing there.

Mr. Olen B. Bloomer, Budget Assistant with Veterinary Services (VS).

Mr. James E. (Jim) Boles, Administrative Officer with VS.

Dr. Margaret L. (Peggy) Clark, Veterinary Medical Officer with VS.

Mr. Richard (Dick) Cummins, Senior Investigator with the former Regulatory Enforcement and Animal Care.

Mrs. Doris Adele (Adele) Higginbottom, Purchasing Agent with VS.

Mrs. Rheta Long, Animal Health Program Clerk with VS.

Mrs. Carole Sue Khalil, Export Document Examiner with VS.

PHOTOS BY KEN BIDDLE

APHIS Has a New Leadership Program for a New Century

by Elizabeth Lloyd, Legislative and Public Affairs, Riverdale, MD

What will it take for an organization to thrive and be flexible enough to meet the challenges of a fast-changing, increasingly global, 21st century society? APHIS' answer, taking form in the new Leadership for Today and Tomorrow Program (LTTP), is simple: It will not only take a strong capable leader, but a community of leaders.

LTTP, an 18-month program designed for and open to mid-level employees (full-time, permanent, GS-11 through -14), was born of the APHIS vision's recognition of the current and future challenges we face as an agency. "The increase of buy-outs and early-outs, the lack of fully prepared candidates to fill vacancies in APHIS leadership positions left by these reductions, and the need to confront the dilemmas of leadership in a changing global environment led to the realization that leadership is everyone's responsibility," said Jane Berkow, Manager of Organizational and Professional Development's (OPD) Leadership and Development Team.

For this reason, LTTP, much like its predecessor, the Leadership, Education, and Development (LEAD) program, seeks to develop employees with leadership potential who may not be in a supervisory or leadership position. While sharing LEAD's purpose—increasing the number of prepared candidates for leadership roles—LTTP will enforce a stricter accountability for the completion of all program components. In addition to four 1-week core seminars addressing critical dimensions of leadership, LTTP requires participation in mentoring, one-on-one coaching, a developmental assignment, reading and individual course work, a cross-unit developmental project, participation on a seminar development team, and a tailored contract that allows participants to address their individual needs and optimize their performances.

"This curriculum is designed to improve participants' performance as leaders, their interpersonal influence with others, their performance within an organization, and their ability to facilitate organizational change," said LTTP Program Manager Kathy Trickey, OPD. As opposed to the now-obsolete myth of the sole leader rousing the pack, LTTP will emphasize interdependent thinking and teams in which everyone is a leader. To this end, APHIS will ensure inclusion and full utilization of its diverse population.

"This cirriculum is designed to improve participants' performance as leaders, their interpersonal influence with others, their performance within an organization, and their ability to facilitate organizational change."
LTTP Program Manager, Kathy Tricky

In addition, LTTP's agencywide scope distinguishes it from earlier leadership programs. APHIS has recently established a Leadership Development Council, led by Associate Administrator Craig Reed, to actively address the increasingly important issue of leadership. The council members from across the agency will provide support and guidance directly to LTTP participants throughout the duration of the program.

In the first week of March, this year's 25 participants began the pioneer session of LTTP. They came from as far as Guam and Costa Rica, chosen from a pool of more than 100 applicants for their entrepreneurship, communication skills, and commitment to lifelong learning. The participants, representative of a wide variety of program areas, went through an application process that included a review by multi-unit panels and an interview.

While space limitations have kept the first group small and select, the APHIS Management Team (AMT) has authorized a pilot program for applicants not selected this time. This alternative avenue reflects the AMT's dedicated support of the agency's commitment to developing the leadership potential of every APHIS employee. Participants in this pilot project will focus on self-evaluation and will complete many of the same tasks as LTTP participants. In addition, OPD program managers have launched an Enlightened Leadership Program, which encapsulates the APHIS Vision Shared Leadership concept in a condensed program consisting of 4 half-days of training.

The APHIS community is already well-known for its scientific and technological excellence. But, in the 21st century, what an organization will need to maintain its effectiveness exceeds mere competence. It will need leaders. LTTP, and efforts like it, are vital to achieving this goal.

For additional information on LTTP and alternative leadership programs, contact Kathy Trickey at (301) 734–4957. ❖

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We Remember

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Oklahoma City

FIRST CLASS

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